WORKSHEET 1.13

Competence, Awareness and the Seasonal Intake

Subchapter 1.13 · case in the book: Hobart

GUIDING QUESTION

Does everybody working in your hotel tonight know that they can refuse to do something they believe is seriously dangerous, and that nothing will happen to them if they do? Who told them, and when?

This worksheet turns the tools of the subchapter into a form you can fill in. The texts come from the book; the empty columns are for your own property. Adapt it before use: an unadapted checklist is exactly what the book warns against.

Practical application: what to do in your property

Step (from the book)	Done?	What we found / owner
Measure the gap before anything else. For last season, how many shifts did the median new starter work before their induction, and how many worked more than ten? The numbers are in the rota and the sign-in sheets, and they take an afternoon to produce.		
Split the induction into a twenty-minute pre-shift essential and a fuller session within a fortnight. The essential carries four things: the dangerous places in this building, what to do in an emergency, who to call, and the right to stop with the assurance that goes with it.		
Say the sixth awareness item out loud, in plain words, and put it in writing where people can find it again. If a person cannot repeat back that they may refuse and that nothing will happen to them, the property has not made them aware, whatever the folder says.		
Replace attendance evidence with observation evidence. One sheet per person, a small number of tasks, signed by the supervisor who watched. It is better evidence of competence and it evaluates effectiveness at the same time.		
Make awareness personal. The hazards and the incidents that are relevant to this person on this floor, not the hazards of hotels in general, which is what the clause says and what an induction slide deck structurally cannot do.		
Extend the essential to everybody who works on the premises. Agency, contractors and concession staff are inside this clause too, and the guidance names temporary workers as the population most in need of it.		

These steps are the book's method, not requirements of ISO 45001. Evidence can take whatever form suits the property; a separate document is needed only where an applicable requirement, or the property's own system, makes it necessary.

Verification Pact: what is believed, tested against the standard

What the property took to be true	What actually holds	Our position
"We hold signed attendance sheets for every induction. That is our competence evidence."	What must be retained is documented information as evidence of competence. A signature evidences attendance, and the clause separately requires the effectiveness of the actions taken to be evaluated.	

What the property took to be true	What actually holds	Our position
“The induction covers the rules and the consequences of breaking them.”	Awareness has six items. Incidents and their outcomes, the hazards and actions relevant to the individual, and the right to remove oneself are three of them, and they are the three routinely absent.	
“Competence means knowing the procedures.”	Competence expressly includes the ability to identify hazards. A person who follows rules but cannot recognise a dangerous situation has not been made competent within the clause.	
“Seasonal staff get the same induction as everyone else, in their first week.”	In waves-based intakes the first weeks are worked before the induction arrives. The guidance names temporary workers in particular among those who should be aware of the risks they are exposed to.	
“If something is dangerous, people will say so.”	The ability to remove oneself from imminent and serious danger, and the arrangements protecting the worker from undue consequences, are things workers must be made aware of. Awareness is the requirement; assuming it is not.	
“The induction is in English and everyone here works in English.”	The guidance names individual capabilities including language skills, literacy and diversity among the factors to be taken into account when determining competence.	

Common mistakes: a self-check

Mistake (from the book)	Present here?	Action / owner
Treating attendance as competence. The clause requires evidence of competence and, separately, evaluation of whether the action worked. A signature does neither.		
Delivering awareness as a syllabus of rules. Three of the six items are about the individual’s own situation and rights, and those are the three that get left out.		
Never mentioning the right to stop. It is a requirement, not a courtesy, and it has two halves (the ability and the protection from consequences), both of which have to be communicated.		
Inducting in waves and starting people immediately. The gap is measurable in the rota and it puts the least prepared people into the busiest weeks.		
Making the induction longer instead of splitting it. A mandatory four hours before first shift will be bypassed in December, and the bypass is invisible.		
Assuming the working language works. Language skills, literacy and diversity are named among the factors to consider, and eleven nationalities in one room is a competence question rather than a translation one.		

Operative synthesis

- **Competence and awareness are two clauses and hotels build one course.** Competence expressly includes the ability to identify hazards, requires the effectiveness of the training to be evaluated, and requires evidence of competence rather than of attendance, which a supervisor’s observation of a task provides better, faster and on less paper than any folder of signatures.

- Awareness is a list of six, and the three routinely missing are the personal ones: what has gone wrong here and what came of it, the hazards and actions relevant to this person, and the ability to remove oneself from imminent and serious danger together with the arrangements protecting the worker from undue consequences. The last is the most consequential sentence in this part of the standard and it is almost never said in a hotel. In a seasonal operation the whole problem is timing: split the induction, put the four essentials before the first shift, and measure how many shifts your median starter worked last season before anybody told them anything.
- **He went up because he was asked, and came down again, and nothing happened.** He had assumed the hotel had what his last employer had, and the only reason anybody ever found out that it did not was that he had worked somewhere else first.
- Which leaves the last of the support requirements, and the one a hotel is least equipped for: getting information to people who change every week, in several languages, some of whom have no company address, no email and no reason to read anything at all.

Action plan for our property

Action	Owner	Due	How we will know it worked

Source: Francesco Dore, The Helm and the Lens, Volume 3a «The Helm», subchapter 1.13. Edizioni Effedore, 2026. Clause references are paraphrased; this sheet does not reproduce the text of ISO 45001. It is not legal advice: health and safety law is that of the place where the property operates.